Emotional Labour & Burnout Among Working Women in Danapur: A Psychological Exploration

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Abstract

Emotional labour has become a defining component of contemporary service and knowledge-based occupations, yet its psychological consequences for women in semi-urban Indian contexts remain underexplored. This study examines the relationship between emotional labour and burnout among 120 working women in Danapur, Bihar. Using a descriptive–correlational design, emotional labour was assessed through the Emotional Labour Scale (Brotheridge & Lee, 2003), while burnout was measured using the Maslach Burnout Inventory. Results indicate moderate to high levels of emotional labour, with surface acting emerging as the most frequently used and psychologically taxing strategy. Surface acting showed strong positive correlations with emotional exhaustion and depersonalisation, and was the most significant predictor of overall burnout. In contrast, the expression of naturally felt emotions demonstrated a protective effect, negatively correlating with all burnout dimensions. Married women, customer-facing employees, and those working longer hours reported significantly higher emotional exhaustion, reflecting the combined influence of workplace demands and gendered domestic responsibilities. The study concludes that emotional labour is a substantial and often invisible contributor to burnout among working women in Danapur. Findings underscore the need for gender-sensitive organisational policies, emotion-focused training, and mental health support systems to mitigate burnout and promote well-being in emerging urban workplaces.

Keywords: *Emotional Labour, Burnout, Surface Acting, Working Women, Danapur, Occupational Stress, Emotional Exhaustion.*

1. Introduction

1.1 Background

The rise of service-oriented economies has increased the demand for employees to regulate emotions as part of their job. Hochschild's seminal work introduced emotional labour as the management of internal feelings to create externally observable emotional displays required by the organisation (Hochschild, 1983). This expectation is particularly visible in service roles involving direct interaction with clients, students, patients, or customers (Steinberg & Figart, 1999).

Simultaneously, burnout characterised by emotional exhaustion, depersonalisation, and reduced personal accomplishment has become a major occupational health concern. Research indicates that emotional labour is one of the central stressors contributing to burnout (Jeung et al., 2018). This dynamic disproportionately affects women, who often bear the combined pressures of professional obligations, domestic work, and emotional caregiving (Indian Women and Workplace Burnout, 2024).

1.2 Emotional Labour and Working Women

A substantial body of feminist scholarship shows that emotional labour is gendered, with women more frequently expected to display warmth, calmness, and empathy in the workplace (Hochschild, 1983; Steinberg & Figart, 1999). Grandey (2000) expanded this framework by conceptualising emotional labour as emotion regulation, distinguishing between *surface acting* faking or suppressing emotions and *deep acting* modifying internal feelings. Empirical studies show that surface acting is consistently associated with stress and burnout (Brotheridge & Lee, 2002; Grandey, 2003).

1.3 Burnout in the Indian Context

Indian working women exhibit particularly high levels of stress and burnout due to long working hours, care responsibilities, and limited organisational support (Chandrasekaran et al., 2025). Emotional regulation demands, combined with work–family conflict, intensify this risk (Jeena, 2025). However, research directly linking emotional labour with burnout among Indian women remains limited, especially in non-metropolitan areas.

1.4 Local Context: Danapur

Danapur, an emerging urban cluster in Patna district, has seen rising participation of women in education, healthcare, retail, banking, and service sectors. These occupations require continuous emotional display demands (e.g., politeness, patience), yet the **psychological cost** of such demands is understudied in this region.

1.5 Rationale

Given the scarcity of systematic psychological research on women's emotional labour in smaller Indian cities, this study investigates emotional labour strategies and burnout among working women in Danapur. Building on existing theories (Hochschild, 1983; Brotheridge & Lee, 2003; Grandey, 2000), the study aims to generate context-specific insights relevant to workplace policy and mental health interventions.

1.6 Objectives and Hypotheses

Hypotheses draw from global and Indian evidence. Prior research predicts that surface acting increases burnout(Grandey, 2003; Brotheridge & Lee, 2002), deep acting may have mixed effects (Grandey, 2000), and genuine emotional expression protects against burnout (Jeung et al., 2018). Studies also show that marital status, long working hours, and customer-facing roles may intensify emotional labour demands (Chandrasekaran et al., 2025; Jeena, 2025).

2. Review of Literature

2.1 Conceptualising Emotional Labour

Hochschild (1983) conceptualised emotional labour as the regulation of feelings to produce socially desirable emotional expressions. Grandey (2000) reinterpreted this within the emotion-regulation framework, emphasising the role of surface and deep acting. Brotheridge and Lee (2003) operationalised these ideas into the Emotional Labour Scale, widely used in organisational research. Emotional labour has since been recognised as a pervasive component of modern service work (Steinberg & Figart, 1999).

2.2 Emotional Labour and Burnout: Global Evidence

Burnout, as defined by Maslach and Jackson, includes emotional exhaustion, depersonalisation, and reduced personal accomplishment. Numerous studies confirm that surface acting strongly predicts burnout, while deep acting is less harmful and may even enhance personal accomplishment (Brotheridge & Lee, 2002; Grandey, 2003). Meta-analytic evidence shows that emotional labour is a significant predictor of occupational burnout and psychological distress (Jeung et al., 2018).

2.3 Gender, Emotional Labour and Working Women

Gendered expectations shape emotional labour, with women disproportionately expected to be empathetic, patient, and emotionally available (Hochschild, 1983; Steinberg & Figart, 1999). Studies highlight a rising trend of "invisible burnout" among working women due to the combined pressures of professional demands, unpaid domestic labour, and relational emotional work (Indian Women and Workplace Burnout, 2024). Emotional labour thus intersects with the "second shift" and mental load, amplifying burnout risk.

2.4 Emotional Labour, Burnout and Indian Women

Although Indian research on emotional labour is emerging, studies consistently show strong links between work–life conflict, emotional regulation demands, and burnout among working women (Chandrasekaran et al., 2025). Jeena (2025) reports that emotional regulation strategies significantly influence burnout patterns among Indian women, particularly in healthcare and education. Additional evidence indicates that unpaid domestic labour further intensifies psychological strain (The Burden of Unpaid Domestic Work, 2025).

2.5 Gaps in Existing Literature

Four gaps are evident:

1. **Contextual gap:** Limited empirical research on emotional labour among women in smaller urban areas like Danapur (Chandrasekaran et al., 2025).
2. **Measurement gap:** Few studies utilise validated emotional labour and burnout scales in Indian settings (Brotheridge & Lee, 2003; Grandey, 2000).
3. **Gender gap:** Insufficient focus on gender-specific emotional labour pressures in India (Jeena, 2025).
4. **Policy gap:** Lack of evidence to guide HR policies or mental-health interventions in semi-urban workplaces.

The present study addresses these gaps by examining emotional labour strategies and burnout levels among 120 working women in Danapur, using psychometrically reliable tools.

3. Methodology

3.1 Research Design

The present study adopts a descriptive–correlational research design to examine the nature of emotional labour and its association with burnout among working women in Danapur. This design enables systematic assessment of existing psychological patterns without manipulating variables, thereby allowing the researcher to analyse naturally occurring relationships between emotional labour strategies and burnout dimensions.

3.2 Study Area

The study was conducted in Danapur, a rapidly urbanising suburb of Patna district, Bihar. The area was selected due to its expanding service sector and increasing participation of women in diverse professional roles such as education, healthcare, retail, hospitality, corporate offices, and government services.

3.3 Population and Sampling

The target population comprised working women aged 21–55 years employed in various formal and semi-formal sectors in Danapur.

A sample of 120 working women was selected using a stratified random sampling technique. Professional sectors (education, healthcare, corporate, retail, banking/finance, and miscellaneous services) served as strata to ensure adequate representation.

Inclusion criteria:

- Women employed for a minimum of one year in their current workplace.
- Women who provided informed consent.

Exclusion criteria:

- Women on long-term medical or maternity leave.
- Women with known psychiatric diagnoses (self-reported).

3.4 Instruments

3.4.1 Emotional Labour Scale (ELS)

Emotional labour was measured using the Emotional Labour Scale developed by Brotheridge and Lee (2003). The tool assesses key components such as:

- Surface Acting
- Deep Acting
- Expression of Naturally Felt Emotions

It contains **15 items**, rated on a 5-point Likert scale (1 = never to 5 = always). The scale has strong reliability (Cronbach's α ranging from 0.85–0.90 in Indian samples).

3.4.2 Maslach Burnout Inventory – Human Services Survey (MBI-HSS)

Burnout levels were assessed using the standardized MBI-HSS (Maslach & Jackson, 1986), comprising 22 items across three subscales:

- Emotional Exhaustion
- Depersonalization
- Personal Accomplishment

Items are rated on a 7-point frequency scale (0 = never to 6 = every day). Previous studies in India report reliability coefficients above 0.80.

3.4.3 Socio-Demographic Information Schedule

A brief schedule designed by the researcher captured data on age, education, marital status, occupation, work experience, working hours, and type of organization.

3.5 Data Collection Procedure

Data collection was carried out over a period of four weeks. Prior permission was obtained from relevant institutions and workplaces. Participants were briefed about the study's objectives and assured of confidentiality. Questionnaires were administered face-to-face in both English and Hindi versions to ensure comprehension. The average time for completing the survey was 20–25 minutes per participant.

3.6 Ethical Considerations

The study adhered to standard ethical guidelines of psychological research. Participants provided **written informed consent** and were allowed to withdraw at any point without any consequences. All data were anonymized and stored securely to maintain confidentiality. No personal identifiers were used in reporting the results.

3.7 Data Analysis

Data were coded and analysed using SPSS (Version 26). Both descriptive and inferential statistics were applied:

- **Descriptive statistics:** Mean, standard deviation, frequency distributions.
- **Inferential statistics:**
  - Pearson's correlation to examine the relationship between emotional labour and burnout.
  - Independent t-test / ANOVA to analyse group differences across demographic variables.
  - Regression analysis to determine the predictive role of emotional labour strategies on burnout outcomes.

Results were interpreted at a 0.05 level of significance.

4. Results

4.1 Socio-Demographic Profile of the Respondents

The final sample consisted of 120 working women from Danapur. The respondents' ages ranged from 22 to 53 years (M = 34.62, SD = 7.21). A majority of the women were married (62.5%), followed by unmarried (29.2%) and widowed/divorced/separated (8.3%). In terms of education, 18.3% had completed intermediate or equivalent, 47.5% were graduates, and 34.2% possessed postgraduate or higher qualifications.

With respect to occupational sectors, 32.5% were employed in education, 21.7% in healthcare, 18.3% in corporate/office settings, 15.0% in retail and service sector, and 12.5% in banking/finance and other services. Mean work experience was 8.74 years (SD = 5.39), and the average working hours per day were 8.56 hours (SD = 1.21).

4.2 Descriptive Statistics for Emotional Labour

Emotional labour was assessed on three dimensions: surface acting, deep acting, and expression of naturally felt emotions. Table 1 presents the descriptive statistics.

Table 1
Descriptive Statistics for Emotional Labour Dimensions (N = 120)

Dimension	Mean	SD	Observed Range
Surface Acting	3.42	0.71	1.87 – 4.87
Deep Acting	3.18	0.68	1.93 – 4.73
Expression of Naturally Felt Emotions	3.76	0.63	2.13 – 4.93

Total Emotional Labour	3.45	0.52	2.21 – 4.68

The results indicate that expression of naturally felt emotions obtained the highest mean score (M = 3.76), suggesting that many working women in Danapur often express emotions that are genuinely experienced. However, the relatively high mean for surface acting (M = 3.42) also indicates a substantial reliance on suppressing or faking emotions to comply with organizational display rules.

4.3 Descriptive Statistics for Burnout

Burnout was measured through **emotional exhaustion**, **depersonalization**, and **reduced personal accomplishment**. The scores were converted into mean item scores for comparability. Table 2 summarizes the descriptive statistics.

Table 2
Descriptive Statistics for Burnout Dimensions (N = 120)

Dimension	Mean	SD	Observed Range
Emotional Exhaustion	3.61	0.79	1.57 – 5.57
Depersonalization	2.84	0.82	1.00 – 4.83
Reduced Personal Accomplishment*	2.97	0.74	1.29 – 4.71
Overall Burnout Index	3.14	0.58	1.96 – 4.71

*Note: higher scores on "reduced personal accomplishment" indicate **lower sense of accomplishment**.

The findings show **moderate to high levels of emotional exhaustion** (M = 3.61), indicating that a substantial subset of respondents frequently experienced fatigue, feeling emotionally drained by their work. Depersonalization (M = 2.84) and reduced personal accomplishment (M = 2.97) were in the moderate range, suggesting that feelings of detachment and diminished efficacy were present but more variable across participants.

4.4 Relationship Between Emotional Labour and Burnout

To examine the association between emotional labour and burnout, **Pearson's product–moment correlation coefficients** were computed. The results are presented in Table 3.

Table 3
Correlations Between Emotional Labour Dimensions and Burnout (N = 120)

Variable	Emotional Exhaustion	Depersonalization	Reduced Personal Accomplishment
Surface Acting	r = .52**	r = .47**	r = .31**
Deep Acting	r = .19*	r = .11 (ns)	r = −.24**
Naturally Felt Emotions	r = −.28**	r = −.21*	r = −.36**
Total Emotional Labour Score	r = .41**	r = .34**	r = .18*

- p < .05, ** p < .01, ns = non-significant

The results indicate that surface acting is positively and significantly correlated with all three dimensions of burnout, particularly with emotional exhaustion (r = .52, p < .01) and depersonalization (r = .47, p < .01). This suggests that the more respondents engage in faking or suppressing emotions, the more they experience fatigue, cynicism, and reduced sense of accomplishment.

In contrast, expression of naturally felt emotions shows a negative correlation with emotional exhaustion (r = −.28, p < .01), depersonalization (r = −.21, p < .05), and reduced personal accomplishment (r = −.36, p < .01), indicating a protective effect against burnout. Deep acting demonstrates a small positive association with emotional exhaustion (r = .19, p < .05) but a negative association with reduced personal accomplishment (r = −.24, p < .01), suggesting that efforts to genuinely align internal feelings with expected emotions may help preserve a sense of professional efficacy, even if it remains somewhat effortful.

4.5 Predictive Role of Emotional Labour in Burnout

To assess the predictive contribution of emotional labour dimensions to overall burnout, a multiple regression analysiswas conducted with overall burnout index as the dependent variable and surface acting, deep acting, and naturally felt emotions as predictors.

The regression model was found to be statistically significant,
F(3, 116) = 18.74, p < .001, explaining 32.6% of the variance in overall burnout (R² = .326).

The standardized beta coefficients were as follows:

- **Surface Acting**: β = .46, t = 5.89, p < .001
- **Deep Acting**: β = −.08, t = −1.12, p = .265 (ns)
- **Naturally Felt Emotions**: β = −.24, t = −3.07, p = .003

These findings demonstrate that surface acting emerges as the strongest positive predictor of burnout, while expression of naturally felt emotions significantly predicts lower burnout. Deep acting, though correlated with some dimensions of burnout, did not emerge as a unique predictor in the presence of other variables in the model.

4.6 Group Differences in Emotional Labour and Burnout

Independent samples t-tests and one-way ANOVAs were conducted to explore differences across selected demographic variables.

- **Marital Status**: Married women reported significantly higher emotional exhaustion (M = 3.78, SD = 0.77) than unmarried women (M = 3.32, SD = 0.78), t(118) = 3.00, p = .003, possibly reflecting combined work–family demands. However, no significant differences were found for depersonalization or reduced personal accomplishment.
- **Occupational Sector**: ANOVA revealed a significant effect of sector on surface acting, F(4,115) = 4.12, p = .004. Post-hoc comparisons (Tukey's HSD) indicated that women in customer-facing retail and service roles reported higher surface acting than those in education and banking/finance. Emotional exhaustion was also slightly higher in healthcare and retail sectors, though some comparisons did not reach statistical significance.
- **Working Hours**: Women working more than 9 hours per day had higher emotional exhaustion (M = 3.96, SD = 0.73) than those working up to 8 hours (M = 3.42, SD = 0.79), t(118) = 3.14, p = .002, and also showed significantly higher surface acting scores.

5. Discussion

5.1 Overview of the Findings

The present study set out to examine the relationship between emotional labour and burnout among working women in Danapur. The findings show a moderately high level of emotional labour, particularly in the form of surface acting, alongside moderate to high levels of burnout, especially emotional exhaustion. Emotional labour dimensions were significantly related to burnout, with surface acting emerging as a strong positive predictor, and expression of naturally felt emotions functioning as a protective factor. Differences were also observed by marital status, occupational sector and working hours, indicating that emotional labour and burnout are shaped by both personal and work-related contexts.

5.2 Emotional Labour as a Risk Factor for Burnout

The strong positive association between surface acting and all three dimensions of burnout emotional exhaustion, depersonalization and reduced personal accomplishment supports the theoretical view that inauthentic emotion regulation is psychologically costly. When women frequently "put on a mask" to comply with organisational display rules, they invest considerable self-regulatory resources. Over time this can deplete emotional energy, leading to fatigue, irritability and a sense of being "drained" by work. The positive correlation between surface acting and depersonalization is also consistent with the idea that chronic emotional dissonance fosters emotional distancing as a defence mechanism; workers may begin to see clients, students, patients or customers more as "tasks" than as people in order to cope with emotional overload.

The regression findings further underline this pattern: even after controlling for other forms of emotional labour, surface acting remains the strongest unique predictor of overall burnout. This suggests that interventions aimed at reducing burnout among working women in Danapur cannot ignore the organisational norms and customer-service expectations that encourage or even demand surface acting.

5.3 The Ambivalent Role of Deep Acting and Genuine Emotions

The results for deep acting and expression of naturally felt emotions present a more nuanced picture. Deep acting showed a small positive correlation with emotional exhaustion but a negative relationship with reduced personal accomplishment, while it did not significantly predict overall burnout in the regression model. This suggests that deep acting may involve

effort and can be tiring, but because it is anchored in an attempt to genuinely align internal feelings with expected emotions, it may help preserve a sense of professional meaning and effectiveness.

By contrast, the expression of naturally felt emotions consistently showed negative correlations with all burnout dimensions, and significantly predicted lower burnout in the regression analysis. When women are able to respond to others with emotions that they authentically feel such as genuine concern, empathy or satisfaction they are less likely to experience emotional dissonance. This authenticity appears to protect against both exhaustion and cynicism, and helps maintain a sense of personal accomplishment. In the specific socio-cultural context of Danapur, where interpersonal warmth and relational bonds are often highly valued, opportunities to express genuine emotions at work may be especially important for psychological well-being.

5.4 Socio-Demographic and Occupational Differences

The finding that married women reported higher emotional exhaustion than unmarried women can be interpreted in the light of dual-role and multiple-role demands. For many married women in Danapur, formal employment is added to existing responsibilities of household management, childcare and eldercare. The pressure to manage expectations in both domains may intensify the need for emotional regulation and restrict opportunities for genuine rest and recovery, thereby increasing exhaustion.

Differences across occupational sectors also provide important contextual insights. Women in retail and customer-facing service roles reported significantly higher levels of surface acting than those in education or banking/finance. These occupations often involve direct contact with customers, high emotional display rules ("always be polite", "always smile") and low autonomy, all of which are known to intensify emotional labour. Slightly higher emotional exhaustion in healthcare and retail sectors may likewise be linked to frequent exposure to others' needs, complaints or suffering, combined with organisational pressure to remain calm and courteous.

Similarly, women who reported working more than nine hours a day showed higher emotional exhaustion and greater reliance on surface acting. Long working hours reduce opportunities for psychological detachment and recovery after work. This suggests that emotional labour cannot be understood in isolation from structural aspects of work such as workload, staffing patterns and scheduling practices.

5.5 Implications for Organisations, Policy and Psychological Practice

The findings have several practical implications for organisations in Danapur and similar urbanising contexts. First, the strong link between surface acting and burnout underscores the need to critically examine emotional display rules and customer-service policies. Training programs can be designed not only to teach "smiling and polite behaviour", but also to develop emotion regulation skills that foster deep acting and authentic engagement, such as perspective taking, empathy-building and mindfulness-based strategies.

Second, organisations can reduce the necessity for surface acting by enhancing job resources for example, providing supportive supervision, opportunities for debriefing after emotionally intense interactions, and peer-support groups, particularly for women in healthcare and customer-service roles.

Third, from a policy and HR perspective, regulating working hours, ensuring adequate staffing, and promoting work–life balance measures (flexible timings, childcare support, family-friendly leave policies) may indirectly reduce emotional labour and burnout. The higher exhaustion levels among married women and long-hour workers point to the importance of organisational sensitivity to gendered responsibilities and the double burden of paid and unpaid work.

Fourth, the results have implications for counselling and mental health services. Counsellors and psychologists working with employed women in Danapur should routinely assess emotional labour and burnout as part of their case formulations. Psychoeducational interventions can help women understand emotional labour as a structural and organisational issue rather than a purely individual "weakness", thereby reducing self-blame and facilitating more adaptive coping strategies.

5.6 Limitations and Directions for Future Research

Although the study offers valuable insights, certain limitations must be acknowledged. The cross-sectional design precludes firm causal conclusions; while emotional labour is associated with burnout, longitudinal studies are needed to clarify the directionality of these relationships over time. The study relies on self-report measures, which may be affected by social desirability or recall bias. The sample, though reasonably diverse in occupation, is confined to working women in Danapur, limiting the generalisability of findings to other regions or to male workers.

Future research could adopt longitudinal or mixed-method designs, incorporating qualitative interviews to capture the lived experience of emotional labour in greater depth, and examining moderating variables such as personality traits, social support, organisational climate and cultural norms. Comparative studies between urban and rural settings, or between public and private sector employees, would also help to contextualise emotional labour and burnout within broader socio-economic structures.

6. Conclusion

The present study examined the patterns of emotional labour and burnout among 120 working women in Danapur, an emerging urban centre where women are increasingly engaged in service-oriented occupations. The findings revealed that emotional labour is a pervasive and psychologically consequential aspect of women's work experiences. In particular, surface acting emerged as the most detrimental form of emotional regulation, showing strong positive associations with emotional exhaustion, depersonalisation, and reduced personal accomplishment. In contrast, expression of naturally felt emotions appeared to function as a protective factor, demonstrating negative associations with burnout dimensions. Deep acting showed mixed effects, aligning with earlier research suggesting that although it requires effort, it may preserve a sense of meaning and efficacy in work.

The study also found that burnout levels varied across personal and occupational variables such as marital status, work sector, and working hours. Married women and those working longer hours experienced significantly higher exhaustion, suggesting the dual burden of paid and unpaid labour. Women employed in customer-facing roles (e.g., retail, healthcare) reported higher emotional labour demands, emphasising the structural dimension of emotional expectations at work.

Overall, the findings demonstrate that burnout among working women in Danapur is not merely an individual psychological phenomenon but is closely linked to organisational display rules, gendered social expectations, and work–family responsibilities. By empirically documenting these dynamics, the study contributes to a more context-specific understanding of emotional labour in non-metropolitan Indian settings and underscores the need for policies and practices that recognise emotional labour as a legitimate work demand.

7. Limitations

Despite its contributions, the study is subject to several limitations that should be acknowledged:

7.1 Cross-sectional Design

The study employed a cross-sectional design, which limits the ability to draw causal conclusions about the relationship between emotional labour and burnout. Longitudinal studies would help clarify the directionality of these effects and assess how emotional labour patterns evolve over time.

7.2 Self-report Measures

All variables were assessed using self-report questionnaires, which may be influenced by social desirability, recall bias, or participants' subjective interpretation of items. Including qualitative interviews or supervisor/peer assessments could offer richer insights.

7.3 Geographic and Sample Limitations

The sample was restricted to working women in Danapur, limiting generalisability to women in other contexts, including rural areas, large metropolitan cities, or male-dominated sectors. Additionally, although diverse, the sample size of 120 may not capture the full variability of women's work experiences across industries.

7.4 Exclusion of Organisational Variables

The study did not directly assess organisational climate, leadership style, emotional display rules, or HR policies, which may mediate or moderate the relationship between emotional labour and burnout. Future studies could integrate workplace structural variables.

8. Implications

8.1 Organisational and HR Implications

The strong predictive role of surface acting suggests that organisations should critically examine emotion-related expectations in the workplace. HR departments should:

- Reduce excessive customer-facing emotional demands where possible.
- Offer emotion regulation training, including mindfulness, stress management, and cognitive reappraisal strategies.
- Encourage authentic emotional expression where suitable, which has been shown to reduce burnout.

Supportive supervision, fair workload distribution, and opportunities for debriefing after emotionally intense tasks can further buffer emotional strain.

8.2 Policy and Workplace Design Implications

Given the heightened burnout among married women and long-hour employees, workplaces should adopt gender-sensitive policies, including:

- Flexible work hours
- Childcare support
- Family-friendly leave provisions
- Limits on excessive daily working hours

Such measures may reduce the double burden of paid and unpaid work that contributes to burnout.

8.3 Implications for Mental Health Practitioners

Counsellors and psychologists working with women professionals should incorporate emotional labour assessment into their therapeutic formulation. Psychoeducation can help women understand emotional labour not as a personal failing but as a structural demand imposed by workplace norms. Group counselling, peer support networks, and resilience-building interventions may promote healthier coping strategies.

8.4 Implications for Future Research

Future studies should:

- Employ longitudinal or mixed-method designs
- Compare emotional labour across sectors, genders, and cultural contexts
- Examine moderating variables such as organisational justice, social support, and personality traits

Research that explores emotional labour in underrepresented regions like Danapur will deepen understanding of occupational mental health in India.

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